

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0840	Department State Controller's Office	Priority No.
Budget Request Name 0840-013-BCP-BR-2016-GB		Program 0500100 DAR	Subprogram

Budget Request Description
Sustained Accounting Workload

Budget Request Summary

The State Controller's Office (SCO) requests \$221,000 (\$126,000 General Fund [GF], \$95,000 Central Service Cost Recovery Fund [CSCRF]) in 2016-17 and ongoing for 2.0 positions (2.0 continuing) to enable the SCO Division of Accounting and Reporting's (DAR) Cash Management Bureau (Bureau) to continue state-wide cash management services.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR Project No. Date:		

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By <i>Cassandra Moore-Hudnall</i> Cassandra Moore-Hudnall Chief, Division of Accounting and Reporting	Date 12-9-15	Reviewed By <i>Larry Norris</i> Larry Norris, Chief Admin and Disb. Division	Date 12/7/15
Department Director <i>Tom Yowell</i> Tom Yowell Chief Admin Officer	Date 12-8-15	Approved By <i>George Lolas</i> George Lolas Chief Operating Officer	Date 12/8/15

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

BCP Type: ☐ Policy ☐ Workload Budget per Government Code 13308.05

PPBA <i>Osca F. Chavez</i>	Date submitted to the Legislature 11/7/16
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BCP Fiscal Detail Sheet

BCP Title: Sustained Accounting Workload

DP Name: 0840-013-BCP-DP-2016-GB

Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions - Permanent	0.0	2.0	2.0	2.0	2.0	2.0
Total Positions	0.0	2.0	2.0	2.0	2.0	2.0
Salaries and Wages						
Earnings - Permanent	0	137	137	137	137	137
Total Salaries and Wages	\$0	\$137	\$137	\$137	\$137	\$137
Total Staff Benefits	0	70	70	70	70	70
Total Personal Services	\$0	\$207	\$207	\$207	\$207	\$207
Operating Expenses and Equipment						
5301 - General Expense	0	4	4	4	4	4
5304 - Communications	0	2	2	2	2	2
5322 - Training	0	2	2	2	2	2
5346 - Information Technology	0	6	6	6	6	6
Total Operating Expenses and Equipment	\$0	\$14	\$14	\$14	\$14	\$14
Total Budget Request	\$0	\$221	\$221	\$221	\$221	\$221

Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	126	126	126	126	126
9740 - Central Service Cost Recovery Fund	0	95	95	95	95	95
Total State Operations Expenditures	\$0	\$221	\$221	\$221	\$221	\$221
Total All Funds	\$0	\$221	\$221	\$221	\$221	\$221

Program Summary

Program Funding						
0500100 - Accounting and Reporting	0	221	221	221	221	221
Total All Programs	\$0	\$221	\$221	\$221	\$221	\$221

Personal Services Details

		Salary Information								
Positions		Min	Mid	Max	<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>
4552	- Accounting Administrator I (Spec) (Eff. 07-01-2016)				0.0	2.0	2.0	2.0	2.0	2.0
Total Positions					0.0	2.0	2.0	2.0	2.0	2.0
Salaries and Wages		CY	BY	BY+1	BY+2	BY+3	BY+4			
4552	- Accounting Administrator I (Spec) (Eff. 07-01-2016)	0	137	137	137	137	137			137
Total Salaries and Wages		\$0	\$137	\$137	\$137	\$137	\$137			\$137
Staff Benefits										
5150900	- Staff Benefits - Other	0	70	70	70	70	70			70
Total Staff Benefits		\$0	\$70	\$70	\$70	\$70	\$70			\$70
Total Personal Services		\$0	\$207	\$207	\$207	\$207	\$207			\$207

Analysis of Problem

A. Budget Request Summary

The State Controller's Office (SCO) requests \$221,000 (\$126,000 General Fund [GF], \$95,000 Central Service Cost Recovery Fund [CSCRF]) in 2016-17 and ongoing for 2.0 positions (2.0 continuing) to enable the SCO Division of Accounting and Reporting's (DAR) Cash Management Bureau (Bureau) to continue state-wide cash management services.

B. Background/History

The SCO provides independent fiscal control over more than \$100 billion in annual receipts and disbursements of public funds. The GF is the principal operating fund for the majority of the State's activities and consists of all money received in the State Treasury (Treasury) that is not required by law to be credited to any other fund. The Division of Accounting and Reporting (Division) performs the statewide accounting and budgeting control functions for the Controller. The Division accomplishes these tasks by establishing uniform procedures and thorough systematic control of all receipts, payments, cash balances and bonded indebtedness of all state funds in compliance with Constitutional and statutory provisions. The Division prepares financial reports in accordance with budgetary requirements and Generally Accepted Accounting Principles (GAAP).

The Division's Cash Management Bureau (Bureau) coordinates with the Department of Finance (DOF) and the State Treasurer's Office (STO) in managing the state's cash and accounting for the State-wide transactions for the pool of funds (Pool) in the Treasury. Elected officials, financial institutions, control agencies, investors, and taxpayers rely heavily on information provided by the Cash Management Forecasting & Reconciliations Section (CMS) in the Bureau. The CMS is responsible for the state-wide cash management which entails:

- Preparing and publishing the monthly report on the State's cash position and providing supporting analytical documents for the Summary Analysis Report.
- Monitoring the GF's daily cash activity by transferring revenues from Feeder Funds to the GF, processing any necessary cash flow loans from external and internal borrowable resources, and reporting on daily actual activity compared to projections.
- Preparing stress-testing of Finance's estimated GF cash flows relating to the Governor's Budget, May Revision, and Budget Act for various litigation, special legislation, revenue deterioration, etc. that could impact the State's cash outlook; determining the size of the Revenue Anticipation Note (RAN) external borrowing need; and identifying potential need and quantifying alternatives for implementing cash management strategies, such as delaying payments and issuing of registered warrants.
- Participating in the bond disclosure process and provide updates to documentation of the State's cash position (Appendix A) for the state's bond sales, including RAN's, to comply with Federal Security and Exchange Commission requirements.
- Providing support to the SCO legal office to determine which Special Funds (SF) are legally borrowable to the GF for daily cash flow needs and providing a forecast of those resources to Finance for use in developing the estimated cash flows related to the Governor's Budget, May Revision, and enacted Budget Act.
- Providing support to the Pooled Money Investment Board (PMIB), including the preparation of a bi-monthly forecast of receipts and disbursements, monthly Surplus Money Investment Funds (SMIF) declaration and quarterly Loan Authorization Requests.
- Verifying current cash balances to release Special Handling and Rush claim payments.
- Processing the return of cash to originating appropriations for stale-dated warrants.
- Reconciling SCO cash accounts with the SCO Bank Reconciliation System and STO's systems to ensure all cash transactions are properly recorded.
- Working closely with the California State Auditor during their review of the cash accountability as part of the annual audit of the State's Comprehensive Annual Financial Report (CAFR).

Prior to July of 2008, the SCO had been able to effectively manage the State's cash with five staff in the CMS. As a result of the downturn in the California and national economies, the increased workload to manage the State's cash and ensure timely payment of the state's obligations was recognized by the SCO, Finance, and

Analysis of Problem

the STO. Consequently, a 2008-09 May Revise BCP was approved which provided the CMS with an additional 1.0 permanent position.

As the cash crisis continued through 2011-12, excessive hours of overtime were required to complete mandatory cash management activities. As a result of the increased focus in monitoring cash during this time, several accounting and reconciling activities became backlogged. To address the excessive hours of overtime and the backlog caused by the increased cash management activities, the SCO received funding for 2.0 two-year limited-term positions through approved BCPs in 2010-11, 2012-13, and 2014-15 which temporarily increased the CMS's resources to 8.0 positions through 2015-16. In 2014-15 the Bureau utilized these resources to automate processes, update procedures and train staff on critical functions.

The events of 2008-09 (passing of the 2008-09 Budget in September 2008 and delayed payments as a result of the budget stalemate), were considered an indication of the State's cash situation times to come. The events of 2009 through 2013 substantiated those predictions. Implementation of the American Recovery and Reinvestment Act (ARRA) by the federal government, statutory deferral of priority payments (Chapter 713/2010 and Chapter 12/2011) to schools, securing of unprecedented external borrowing through RANs and interim RANs as well as new sources such as the State Agency Investment Fund (SAIF), reclassification of borrowable and non-borrowable funds, changing tax filing due dates, dissolution of redevelopment agencies and temporary tax increases (Prop 30) are all examples of the ever-changing fiscal environment which has contributed to the existing and ever-increasing CMS workload expectations that have continued through 2015-16. The requested resources will ensure the CMS is able to continue performing effective analyses of payment obligations, borrowable resources and cash flow forecasting; all critical components of the state's cash management. Furthermore, making these positions permanent instead of relying on temporary limited-term resources will reduce the turnover and retain the knowledge necessary to provide critical information to decision makers to mitigate necessary cash management measures into the next recession, which according to economists could be forthcoming in the next few years.

Resource History – Cash Management (Dollars in thousands)

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	800	800	800	808	885
Actual Expenditures ¹	760	750	900	884	955
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions ¹	8.0	8.0	8.0	8.0	8.0
Filled Positions ¹	7.6	7.5	8.0	8.0	8.0
Vacancies	0.4	0.5	0	0	0

¹ Includes Overtime and Temporary Help resources expended "as available" to meet workload demands.

Workload History – Cash Management

Workload Measure	2010-11	2011-12	2012-13	2013-14	2014-15 ¹	2015-16 ²
Annual Hours ¹	14,510	14,406	15,912	14,760	17,470	15,659

¹ Actual hours worked are higher than estimated need in 2014-15. The SCO relied on overtime performed by managers and temporary help to accomplish the 2014-15 workload.

² Reflects total number of hours that could be accomplished by existing 8.0 staff with minimal overtime. Attachment I reflects projected workload of 15,659 hours in the outer years beginning in 2015-16, with minimal use of overtime.

Please refer to Attachment I, which reflects the detailed workload tasks performed by the CMS.

Analysis of Problem

C. State Level Considerations

As the Chief Financial Officer of the State, the Controller is constitutionally-required to maintain and manage the fiscal health of the state. In order for the Controller to properly discharge her responsibilities, accurate GF forecasting and cash flow analyses are a vital activity as well as the accurate accounting and monitoring of the Bond, Debt Service, and Treasury activities. Approval of this request will ensure the SCO continues to meet its constitutional responsibilities and will allow the Bureau to develop process improvements, participate in additional training and knowledge transfer while continuing to provide the essential information needed to respond timely to any future fiscal crises. Through accurate accounting and careful cash management, the state will continue to meet its financial obligations, as well as maximize the interest earnings and maintain controls over bond activities.

D. Justification

The requested resources for 2.0 positions will allow for the Division to continue supporting the CMS workload. The requested resources will address this workload, as described below.

Cash Management Forecasting & Reconciliation Section – 2.0 positions

The requested positions will allow the SCO to continue its careful monitoring, forecasting, reconciling and reporting of the State's cash position to ensure all of the state's current and deferred obligations are met, to help transition the State back into fiscal stability and successfully implement SCO cash management processes into the new FI\$Cal system.

During the past three fiscal years, the State has made substantial progress in addressing its long-term structural budget deficit. However, the state continues to face major long-term challenges resulting from a decade of unprecedented budgetary deferrals and borrowing as well as overreliance on temporary remedies, including one-time revenues, payment deferrals, accounting shifts and expenditure reduction proposals that did not materialize.

California is still significantly dependent on internal cash flow borrowing from SFs of up to \$24 billion and potential external borrowing of \$2 to \$10 billion over the course of any given fiscal year. The available borrowable resources, once sufficient to meet the short-term cash needs of the GF at only \$11 to \$14 billion prior to 2009, have become a focal point for cash management. The ongoing dependence on these SFs has created the need to determine and continue to analyze the impact of economic trends and legislative action on these crucial resources.

Moreover, the State has incurred a "Wall of Debt" totaling close to \$27 billion at the end of 2012-13 from deferring prior year obligations and budgetary borrowing from SFs. These GF obligations included Economic Recovery Bonds issued to fund budget deficits prior to 2004, deferrals of guaranteed payments to school districts pursuant to Proposition 98, repayment of certain legislatively-approved inter-fund borrowings, reimbursement of borrowings from state and local governments, reimbursements to local governments and school districts for the costs of state mandates placed on those entities under state laws, and possibly future payment of interest owed on borrowings from the federal government for unemployment insurance payments. A portion of this debt was the result of statutory deferrals that were recommended by the Controller as a result of the cash analysis performed by the Bureau and legislation was drafted in cooperation with DOF and STO. The SCO subsequently implemented these legislative deferrals and ensured their timely payment according to the new schedules.

The temporary increase in revenues, as a result of Proposition 30, enabled the State to pay down a large portion of this "Wall of Debt". At the end of 2014-15, the "Wall of Debt" had been reduced to \$4.6 billion. The 2015-16 Budget Act addressed approximately \$1.8 billion of outstanding Loans from Special Funds and Prop 98 – Settle Up, leaving \$2.8 billion outstanding to be addressed in subsequent fiscal years. In addition to the remaining debt, the State now faces the issue of addressing the ever growing retirement liabilities.

Analysis of Problem

As history has proven, in 1991 and 2001 and 2009, unanticipated events occur and change the best of plans, and the critical status of the state's cash and potential shortfalls will require the CMS to continue monitoring the state's GF cash flows and borrowable resources, and evaluate the impact of current events indefinitely. The ability to make, or even avoid, such important decisions to delay payments or issue registered warrants (IOUs), will continue to be dependent on the timely work and expertise of the CMS.

The Legislative Analyst Office (LAO) recently cautioned in its May 26, 2015 analysis on the State's 2015-16 May Revision multiyear budget outlook, "While it is important to consider the administration's and our office's multiyear outlooks, the state's revenue volatility and complex budgetary formulas limit the usefulness of this exercise. The administration's multiyear forecast and our main scenario outlook are just two of many possible scenarios. Revenues by 2018-19 could easily be \$10 billion above or below the numbers reflected in either of these multiyear outlooks, depending mainly upon future economic and stock market trends. Expenditures also could be billions of dollars higher or lower. The uncertainty resulting from our volatile revenue structure and complex budgetary formulas underscore the need to build a healthy budget reserve during strong economic times in order to limit damage to the budget during downturns."

During the past six years, the CMS has been able to strengthen its knowledge-base and expand in areas such as payment accountability, daily cash projections, reporting, borrowable/non-borrowable resource analysis, maintaining databases, and improving processes for the future. These increased efficiencies have enabled the Bureau to eliminate the use of 1.0 position of temporary help for 2015-16. The approval of the 2.0 positions on a permanent basis is necessary to ensure that CMS maintain and improve upon the ability to forecast and predict the reaction of the State's GF and the approximately 700 borrowable SFs to various economic, social, demographic, legal, and other events that may arise during any particular fiscal year and the impact on the cash flow. Continuation of these resources will allow the CMS to:

- Ensure all past obligations are repaid as planned in 2016-17 and beyond.
- Effectively manage the State's cash when unanticipated events occur.
- Mitigate the impact of the expiration of temporary tax increases or potential future cash pressures in the long-term.
- Carefully monitor the fiscal activities of the GF and other funds in the Treasury, to ensure all of the state's obligations are met.
- Accurately and timely prepare the monthly General Fund Statement of Cash Receipts and Disbursements.
- Accurately reconcile and calculate daily borrowing needs and repay temporary loans funds that have first call on available cash. Ensure cash flow borrowing from interest-free resources to minimize costs to the GF.
- Prepare daily cash flow forecasts to determine low-points in the month and tracking against actual activity to accurately determine RAN needs.
- Analyze proposed legislation for impact on GF and borrowable funds.
- Monitor the impact of AB 55 loans and expenditures on the GF and borrowable resources in the PMIA.
- Maintain categorization and forecasting of expenditures by priority for appropriations and accounts subject to registered warrants and delayed payments.
- Provide accurate and timely updates to Appendix A for bond sales as required by the federal Securities and Exchange Commission to disclose Controller's activities and report actual financial data to investors, impact of new Governmental Accounting Standard Board, and Other Post Employment Benefits actuarial evaluations.
- Monitor actual payments and receipts compared to forecasts. Perform variance analysis to identify activity that has or has not yet occurred and impact on future projections. Identify potential risks and inform decision-makers so that drastic cash management measures can be avoided or minimized.
- Maintain historical data of accounting activities of the GF, Borrowable Funds, and PMIA for use in trend analysis and ensuring data will be available for future use.
- Maintain knowledge of historical events to ensure future implementation of cash management strategies will not require excessive research and staffing relearning in a time of crisis.
- Identify and classify borrowable funds and adequately forecast available borrowable resources balances, including impact of budgetary loans.

Analysis of Problem

- Coordinate unscheduled payments with STO to ensure maximum investment opportunity and minimize loss of interest earnings for early liquidations.
- Validate that sufficient cash is available to process Rush and special handling claims submitted by agencies.
- Reconcile cash accounting records of agencies, STO and SCO's various systems to identify and resolve issues (Agency bank accounts, Cash in State Treasury, Outstanding Warrants).
- Provide support to the PMIB by preparing the Pooled Money Investment Account forecast used for STO investment decisions.
- Provide adequate evaluations, oversight, development and training of staff to ensure a productive workforce and minimize management time needed to perform staff work to meet statutory deadlines or perform critical assignments deemed necessary by the Controller.
- Develop and improve CMS processes for greater efficiencies.
- Support the successful transition of CMS workload through the development, testing and implementation of the new FI\$Cal system.

E. Outcomes and Accountability

The State is currently experiencing positive fiscal growth, assuming current spending patterns are maintained and past commitments are addressed. As of the 2015-16 May Revision, the State is projected to have reserves for the next 3-5 years. However, it has taken nearly 7 years to recover from the 2009 Great Recession. In the "May Revision: LAO Economic Outlook" released on May 15, 2015, the LAO warns, "The administration's May Revision summary correctly notes that a downturn in the stock market, when it next occurs, could be detrimental to the economy and even more harmful to California state finances. History shows such downturns can happen with little warning."

Extending these positions in the CMS permanently will ensure the SCO continues to meet its constitutional responsibilities; will allow the Bureau to continue to provide essential fiscal information to the Controller, the DOF, the STO and the Legislature in a timely manner to ensure the budgetary objectives are met; while transferring knowledge of processes and events occurred over the past few years and developing better means of gathering and evaluating data to mitigate any future cash crisis.

Projected Outcomes

Workload Measure	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Annual Hours ¹	15,659	14,971	14,912	14,912	14,912	14,912

¹ Projected outcomes reflect the use of 2.4 positions, but the total request is 2.0 positions and the additional .4 need will be addressed through managerial overtime.

F. Analysis of All Feasible Alternatives

Alternative 1: Provide \$221,000 (\$126,000 GF \$95,000 CSCRF) in 2016-17 and ongoing for 2.0 positions (2.0 continuing) to enable the SCO's Bureau to continue state-wide cash management.

Pros:

- Timely and accurate information will be provided to credit rating agencies and investors to secure their confidence in the State's ability to pay. Higher credit ratings and investor confidence result in external cash resources being available to the State, and at the lowest possible cost.
- Allows for timely cash flow analyses essential for establishing policies and making critical cash management decisions, and a more careful analysis of borrowable funds deemed to be a critical need during cash crises.
- The SCO will continue to meet the need for frequent revenue and expenditure projections.
- Statutory deadlines for payments and reporting will be met,

Analysis of Problem

- Support will continue to be provided to the PMIB to realize greatest investment opportunities possible,
- Accurate and timely reports of the state's financial position will be provided to various stakeholders and decision makers.
- Enables staff to develop more efficient and effective cash management methods.

Cons:

- Increased cost to the GF.

Alternative 2: Provide \$221,000 (\$126,000 GF \$95,000 CSCR) in 2016-17 and 2017-18 for 2.0 positions (2.0 continuing) to enable the SCO's Bureau to continue state-wide cash management.

Pros:

- Timely and accurate information will be provided to credit rating agencies and investors to secure their confidence in the State's ability to pay. Higher credit ratings and investor confidence result in external cash resources being available to the State, and at the lowest possible cost.
- Allows for timely cash flow analyses essential for establishing policies and making critical cash management decisions, and a more careful analysis of borrowable funds deemed to be a critical need during cash crises.
- The SCO will continue to meet the need for frequent revenue and expenditure projections.
- Statutory deadlines for payments and reporting will be met,
- Support will continue to be provided to the PMIB to realize greatest investment opportunities possible,
- Accurate and timely reports of the state's financial position will be provided to various stakeholders and decision makers.
- Enables staff to develop more efficient and effective cash management methods.

Cons:

- Increased cost to the GF.
- Use of temporary, limited-term, positions staff make recruiting and retention difficult.

Alternative 3: Do nothing

Pros:

- No increase to the GF provided to the SCO.

Cons:

- Inability to accurately monitor the state's resources to ensure timely payment of the state's obligations may result in late payment penalties, default, or reduced Federal Funding.
- The SCO will not be able to continue to providing detailed, in-depth and timely cash flow analyses of forecasts upon which policies and important cash management decisions are based.
- Deficiencies could occur in information provided to credit rating agencies and Investors. Reduced credit ratings and investor confidence would result in reduced market availability of external cash or at a much higher cost.

Analysis of Problem

- Responses to certain stakeholder's inquiries would not be as timely as additional research would be required.
- The SCO's ability to provide frequent reports on revenue and expenditures would be impaired.
- Overdrafts of agency cash accounts could occur and improper borrowing transactions could interfere with the operations of SF.
- Requires extensive use of overtime which may lead to staff burnout and turnover.
- Overwhelming work schedules could create inefficiencies and potential for errors.
- Historical information would not be maintained and updated for ongoing financial activities.

G. Implementation Plan

Two of the continuing positions are currently filled with staff trained in the Cash Forecasting & Reconciling Section.

H. Supplemental Information

None

I. Recommendation

Alternative 1: Approve \$221,000 (\$126,000 General Fund [GF], \$95,000 Central Service Cost Recovery Fund [CSCRF]) in 2016-17 and ongoing for 2.0 positions (2.0 continuing) to enable the SCO's Bureau to continue state-wide cash management.

Workload Measure	Annual Workload Hours by Activity										
	Actual								Projected		
	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Cash Analysis	615.0	1,665.5	1,151.2	1,334.0	1,515.0	1,755.0	1,183.8	851.8	1,022.2	1,022.2	1,022.2
Cash Flow Scenarios	1,454.2	1,803.0	1,958.4	1,923.1	1,796.5	1,395.3	298.3	327.5	655.0	589.5	530.6
Database Development/Maintenance	-	189.2	236.5	313.3	200.8	165.3	23.5	94.0	112.8	112.8	112.8
Internal Borrowable Resources	652.8	281.0	625.6	1,117.3	1,202.4	1,098.4	885.8	623.0	860.7	860.7	860.7
Quarterly Loan Authorization	94.3	104.7	166.0	105.8	24.0	27.3	20.5	23.0	20.7	20.7	20.7
Legislation Analysis	156.8	59.0	296.5	357.8	260.1	247.1	32.8	108.0	97.2	97.2	97.2
Loans	93.4	113.3	119.3	130.3	90.0	130.0	-	-	-	-	-
PMIB Forecast	731.8	747.0	885.0	958.5	1,100.6	1,264.7	1,227.8	1,248.6	1,123.7	1,123.7	1,123.7
Master Custodian PERS/STRS	212.5	486.5	204.5	274.5	-	-	-	-	-	-	-
External Borrowing	89.5	107.5	318.7	303.5	123.8	81.0	38.3	54.0	48.6	48.6	48.6
General Fund Daily	1,655.6	1,858.0	1,713.0	1,759.0	1,627.5	1,394.5	1,339.5	1,581.7	1,423.5	1,423.5	1,423.5
Daily Cash reports	77.5	258.8	226.1	459.3	702.8	693.3	802.8	802.5	722.3	722.3	722.3
Monthly/Annual Cash Report	733.0	741.2	748.5	895.3	967.0	986.3	919.0	1,534.5	1,150.9	1,150.9	1,150.9
Daily Cash Reconciliation	291.5	306.6	322.5	387.2	342.0	317.8	152.2	212.3	191.1	191.1	191.1
Treasury Accountability	1,137.2	1,148.0	1,275.8	1,289.1	1,533.1	3,003.8	2,723.8	3,318.5	2,488.9	1,866.7	1,866.7
Canceled Warrants	213.4	210.8	214.6	268.2	328.8	395.1	508.8	518.1	466.3	466.3	466.3
Claim Release	600.8	730.2	857.5	869.3	805.3	1,214.6	2,107.4	1,802.0	1,621.8	1,621.8	1,621.8
Correspondence response	50.8	53.4	100.8	108.8	96.0	85.0	-	-	-	-	-
Special Projects	4.0	25.0	385.4	728.3	361.3	334.3	430.3	1,371.1	1,371.1	1,371.1	1,371.1
Meetings	75.3	56.3	245.2	202.0	287.5	274.3	426.0	847.0	762.3	762.3	762.3
Training	131.5	85.3	219.0	210.0	197.5	234.1	486.3	633.8	380.3	380.3	380.3
Administrative	270.9	229.5	321.7	515.3	844.4	814.9	1,153.0	1,519.0	1,139.2	1,139.2	1,139.2
Total (excl Leave)	9,341.8	11,259.8	12,591.8	14,509.9	14,406.4	15,912.1	14,759.9	17,470.4	15,658.6	14,970.9	14,912.0
PY	5.26	6.34	7.09	8.17	8.11	8.96	8.31	9.84	8.82	8.43	8.40
Authorized Positions	5.0	6.0	6.0	8.0	8.0	8.0	8.0	8.0	8.0	6.0	6.0
Filled Positions	5.0	6.0	6.0	7.6	7.5	8.0	8.0	8.0	8.0		
Vacancies				0.4	0.5						
Resource request ¹										2.4	2.4

¹ Total request is 2.0 positions, but the additional .4 need will be addressed through managerial overtime.

STATE CONTROLLER'S OFFICE
Sustained Accounting Workload

ATTACHMENT II
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Workload Description	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Annual Position Value
Classification: Accounting Administrator I (Specialist)				
Major responsibility: Cash Management - Develop more efficient and effective cash management methods; write procedure manuals; and cross-train other CMB staff for following tasks.				
> <i>Internal Borrowable Resources & Cash Flow Scenarios</i>	8	90	720	0.4
> <i>Database Development/maintenance</i>	8	30	240	0.1
> <i>Legislation Analysis</i>	8	15	120	0.1
> <i>PMIB Forecast</i>	6	60	360	0.2
> <i>Daily & Monthly & Annual Cash Reports</i>	177	2	354	0.2
> <i>Treasury Accountability & Daily Cash Reconciliation</i>	8	80	640	0.4
> <i>Special Projects</i>	12	60	720	0.4
> <i>Claim Release & Canceled Warrants</i>	177	3	531	0.3
> <i>Administrative, Meetings & Training</i>	12	40	480	0.3
Workload assumption: Based on historical and current workload.				
Total Accounting Administrator I	416	380	4,165	2.4
TOTAL REQUESTED¹				2.0

¹ Total request is 2.0 positions, but the additional .4 need will be addressed through managerial overtime.